1 2 NOV 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Requirements for Information Science Training

REFERENCES : (a) Memo dtd 5 July 72 to Ex Dir-Compt.
fr DD/S (DD/S 72-2670)

(b) Memo dtd 13 July 72 to DD/S fr
Ex Dir-Compt., subj: Information
Science Training, (ER 72-3894/3)

1. Paragraph 11 contains a recommendation for the consideration of the Deputy Director for Support.

2. Reference (a) requested that the Executive Director-Comptroller provide guidance on the desired level of effort for the information science training program beyond FY 1973 for the purpose of ascertaining the resources to be planned for this activity. In response, Reference (b) directed that the potential customers be contacted for estimates of their requirements for this training, following which a better overall judgment could be made with respect to the total investment needed for this activity.

3. On 14 July 1972 the Director of Training sent a comprehensive questionnaire to all Agency offices and staffs requesting their best estimates of requirements for a variety of courses in the information science field (Attachment A). In addition to the suggested courses recipients were encouraged to specify any type of information science or management science course needed for the development of their employees. Each addressee was provided with a statement defining the goals of the overall program and describing the scope of the possible courses.

4. A summary statement of the total requirements is provided in Attachment B. A further breakdown of these totals for the offices, staffs, and where appropriate, the divisions of each Directorate are contained in Attachments C, D, E and F. As you will note from these attachments the total recorded Agency requirement for information science training for FY 1974 is for 327 students. Of this number 277 students

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would be enrolled in four specific courses as follows: Information
Science for Intelligence -- 42 students; Management Science for
Intelligence -- 107 students; Systems Analysis -- 65 students; and
Survey of Information Handling Systems -- 63 students. The remainder
of the requirement, 51 students, was for several functionally oriented
information science workshops described in the succeeding paragraph.
Judging from the strong interest generated by the questionnaire in many
components it is our view that the negative responses from a number of
other large components probably represent unidentified needs. Thus, the
estimates provided in this paragraph probably are very conservative and
we expect to find that actual applications for enrollment in information
science courses in FY 1974 will exceed these estimates.

3. Attachment A invited the recipients of our questionnaire to
identify any special requirement not satisfied by the proposed courses.
Components identified special needs as follows:

     A. **Office of Finance, DDS**, has a very firm requirement
     to provide 20 OF careerists with five to six weeks of
     information science training primarily designed for
     finance personnel. The Director of Finance has noted
     that he is prepared to designate two or three finance
     officers to work with an OTR Staff in developing a
     course to meet specific requirements in this important
     area. Although we have met with Office of Finance
     personnel on several occasions to discuss course
     content, and although a few of their personnel have
     attended our on-going course in Information Science
     for Intelligence, we have not been able to satisfy
     this standing requirement.

     B. **Office of Current Intelligence, DDI** -- OCI has
     responded that it is interested in a one-week course
     aimed specifically at current intelligence needs. In
     a subsequent conversation with the DTR, the D/OCI has
     stated that he perceives a need for a course in computer
     science especially designed for senior officers. He
     has suggested a course meeting from 1000 to 1500 hours
     for five days, enabling participants to be at their desks
     at the beginning and end of each day.

     C. **Special Research Staff, DDI**, has stated that it
     expects to have information science missions and capabil-
     ities for the first time by FY 1974 and may desire two
     or more special workshops at that time.

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D. **Imagery Analysis Service, DDI**, responded that it is interested in tailoring a course to provide information science techniques to a select group of IAS personnel but would defer specific requests for this training until they gain more experience with the regular course. A senior IAS officer has attended the just completed course in Information Science for Intelligence.

E. **National Photographic Interpretation Center, DDI**, has recorded a requirement for at least one special workshop for their personnel. It is likely that the IAS and NPIC requirements can be consolidated in a single course.

F. **Special Study Group, DDI**, foresees a need for a workshop in the application of information science to indications and warning intelligence. There have been previous expressions of interest from DOD sources for this kind of a course and the now defunct Information Science Center had planned to prepare such a course for FY 1973. [   ] of CIA was to be the Chief Instructor. The limited staff resources available to OTR have precluded any effort in this direction this year.

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G. **The Office of Logistics, DDS**, has suggested that a special course might be desirable as SIPS comes into being.

6. Another very strong indicator of the extent of the interest in this training was derived from the response to the recently offered interagency course in Information Science for Intelligence (four weeks). A total of 130 applications were received for a course accommodating but 27 students. These were received as follows: CIA, 24; DIA, 57; NSA, 40; and Military Services, 9. Thus, the backlog of applicants will carry us at least through FY 1973 without any further announcements of this particular course. The one-week course in Management Science scheduled for the period of 13 - 17 November is even more heavily over-subscribed. There are a total of 262 applicants for this course and they are distributed as follows: CIA, 35; DIA, 67; NSA, 143; Treasury (Customs and Secret Service), 5; and Military Services, 12. This course can accommodate 26 students.

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7. Reinforcing the strong interests documented in the preceding paragraphs, Chief, PRG/IC has expressed the conviction in a recent memorandum (Attachment G) that there is a growing realization in the offices producing finished intelligence of the need for adopting advanced analytical methods, and that this need will require expanded training in analytical methods, including the information sciences. Additionally, Chief, PRG/IC speculates that since there are great similarities in the training needs of the various organizations in the intelligence community these organizations may look to the DCI for leadership in fostering arrangements which will provide this training.

8. A practical alternative to a wholly internal information science training program would be to continue a joint intelligence community program with budget, staffing and student participation shared between the concerned agencies. As we see it the advantages and disadvantages of these two courses of action are as follows:

A. Internal Program for Agency Participation Only

    (1) Advantages

        - Train more Agency personnel more quickly.
        - Training objectives wholly Agency oriented.
        - Controlled student body with less resultant employee exposure.
        - Easier access to Agency systems for training purposes.

    (2) Disadvantages

        - Higher cost to Agency as space, budget, and staffing our responsibility.
        - Larger Agency investment to liquidate when, and if, requirements are fully satisfied.

B. Inter-Agency Program for Intelligence Community Participation

    (1) Advantages

        - Space, budget and staffing on shared basis with lower cost to Agency.
        - More consistent with DCI community role.
        - More diversified and better qualified faculty.
        - Systems experiences of various agencies shared in training context.

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(2) Disadvantages

- Mixed intelligence community student body.
  More security problems.
- Agency training needs met at slower rate.
- Training objectives influenced somewhat
  by other agencies although needs are
  similar.

9. We are mindful of the guidance provided by the Executive
Director-Comptroller in July 1972 in reference (b) to operate an
information science training program in FY 1974 and beyond for the
exclusive use of CIA personnel and these instructions have guided our
planning to date. However, sufficient data is available to us now to
appraise the magnitude of the requirements for this training. The
accumulation of evidence is sufficient to conclude that heavy require-
ments exist both internally in the Agency and externally in the intelli-
gence community for this training.

10. In reaching a decision on this matter several considerations
are worth noting:

A. The support decisions with respect to space
(amount and location), budget, staffing pattern
and course content are materially affected by the
direction of our policy in this matter.

B. Although DIA components have a demonstrated
interest in this program, the Defense Intelligence
School might oppose continued use of their facilities
in FY 1974. Hard bargaining would be involved and
agreements would have to be reached at DIA levels
above the Defense Intelligence School.

C. NSA has been a strong advocate of a shared
community program and probably would provide signifi-
cant staff support in FY 1974. A full-time NSA officer
is currently detailed to the program and there is
evidence of their willingness to detail a second
instructor in FY 1974. On the other hand, all NSA
support will probably be withdrawn if we adopt an
internal program.

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D. Withdrawal from the community effort has not
been expressed or implied by this Agency in any
communication on this subject to date. Official
notification to participating agencies would be
required at a very early date. The Intelligence
Information Handling Committee of the USIB is
still maintaining cognizance of the interagency
training effort.

11. Assuming DIA will agree to continue to use Building T-4
at the Defense Intelligence School and the associated remote terminals,
I recommend that we continue the interagency training program under
CIA management at least through FY 1974 and that we request additional
staff assistance for this program from both NSA and DIA. If DIA refuses
our request for the use of Building T-4 I recommend we terminate the
interagency program and develope a modified program for exclusive Agency
participation.

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HUGH T. CUNNINGHAM
Director of Training

Atts

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OTR/ISTS[   ]sks (10 Nov 72)

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